SECURITY AND HAZARDOUS MATERIALS

Federal Aviation Administration

Fiscal Year 2006 Business Plan

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2006 ASH Business Plan

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SECURITY AND HAZARDOUS MATERIALS, ASH

Security and Hazardous Materials (ASH) has the primary responsibility for critical infrastructure protection, emergency operations, contingency planning, and the safe transportation of hazardous materials in air commerce.

The ASH organization assists the FAA in accomplishing its mission by linking the ASH Strategic and Business Plans directly to the FAA Flight Plan. ASH has responsibility for the hazardous materials program, a major safety program within the FAA, and important roles in critical infrastructure protection and emergency operations. These areas are vital to FAA's successful accomplishment of its mission.

The protection of FAA's critical infrastructure is a national and homeland security concern that continues to receive a high level of attention. In recognition of the impact that the Air Traffic Organization (ATO) has on our country's transportation infrastructure, ASH develops and implements policy to protect FAA employees, contractors, facilities, and assets. ASH conducts assessments and inspections at FAA facilities to determine compliance with facility security, communications security, and classified information orders and directives. ASH manages the ID media program for the agency and is the lead organization for the agency on Homeland Security Presidential Directive 12 (HSPD-12), Policy for a Common Identification Standard for Federal Employees and Contractors, which will standardize ID media government-wide. ASH conducts suitability investigations of employees and contractors, and investigations of employees, non-employees, contractors and airmen suspected of violating FAA orders and regulations. Additionally, ASH is responsible for developing and implementing national policy on hazardous materials through inspections, training, and outreach to those involved in the hazardous materials industry worldwide. The Washington Operations Center Complex (WOCC) is located in ASH, as well as the Emergency Operations Division, which provides crisis management support and Continuity of Operations (COOP) planning and implementation. ASH also supports the national security responsibilities of the FAA through the National Security Coordination Division.

At the beginning of FY06, the ASH organization contained 446 employees assigned to FAA Headquarters in Washington DC, Regional Offices and Centers, and Security Field Offices (SECFOs) nationwide.

Increased Safety

The Security and Hazardous Materials organization is committed to providing intellectual support in the form of technical expertise in the areas of safety and security. We are committed to working with our international partners to bring our experience, expertise, and new technology to ensure a safer and more secure global airspace. The activities and performance targets ASH will complete in support of the FAA Flight Plan goal of Increased Safety are described below.

Flight Plan Performance Target:

Airline Fatal Accident Rate

Reduce the airline fatal accident rate by 80 percent from the 1994-1996 baseline to a 3-year rolling average rate of 0.010 per 100,000 departures by FY 2007. Reduce the three year rolling average fatal accident rate below 0.010 by FY 2010. FY06 Target: 0.018 rate per 100,000 departures.

Strategic Initiative: Hazardous Materials Safety

Improve the safety of transporting hazardous materials by air.

Strategic Activity: Strategic Plan with PHMSA

ASH will enforce the hazardous materials regulations issued by the Department of Transportation's (DOT's) Pipeline and Hazardous Materials Safety Administration (PHMSA) and implement a strategic plan with PHMSA to strengthen those regulations.

Targets:

Activity Target 1 - Continue implementation of the multi-year strategic plan with PHMSA and provide support, to include assistance in the initiation of

studies, rulemaking and other documentation, to accomplish the following priorities:

1. Lithium batteries (rulemaking)

2. Electric storage batteries

3. Increasing accessibility in air travel for individuals dependent on medical oxygen

4. Oxygen cylinders and oxygen generators aboard aircraft

5. Flammable aerosols

6. Air-specific hazmat packaging

7. Revision of the requirements for carriage by aircraft (Rewrite of part 175 of 49 CFR)

8. Harmonization of the Hazardous Materials Regulations (HMR) with international requirements

9. Diagnostic specimens and infectious substances

ASH will report monthly on the milestones accomplished within these nine priorities.

Core Business Measure:

Compliance

ASH's Compliance Function includes initiatives under the Office of Internal Security and Investigations (AIN) and the Office of Hazardous Materials (ADG).

Core Business Function: Compliance - Internal Security

The ASH Business Plan includes the internal security program activities of the regional Security and Hazardous Materials Divisions and the Headquarters Office of Internal Security and Investigations (AIN). There are five major program areas as described below.

a. Facility Security Management Program (FSMP). The FSMP implements security processes and standards applicable to all FAA facilities. The program utilizes a threat-based formula using a facility's population and criticality to the National Airspace System (NAS) to assign a security level, which in turn defines baseline protective measures at each facility. These protective measures are then communicated, established, and verified through a system of assessments, inspections, and accreditation. The result is sound security practices that enhance the security and safety of FAA employees and assets, and by extension, the air-traveling public.

b. Communication Security (COMSEC). The COMSEC program provides safeguarding procedures for U.S. classified cryptographic material and equipment used to dispatch and receive classified information over secure systems. The COMSEC program supports the FAA mission in maintaining a secure information environment for the many sensitive missions traversing the NAS that support the work of several government agencies, including the United States Air Force and National Security Agency.

c. Classified and Sensitive Unclassified Information Protection Program. This program develops standards and programmatic controls over all aspects of securing classified national security and sensitive unclassified information from inadvertent or unauthorized disclosure. It provides agency guidelines on the creation,

storage, accountability, dissemination and destruction of classified and sensitive unclassified information. It directly supports the FAA mission by protecting information that, if released to unauthorized persons, could damage the effectiveness and security of FAA personnel and resources and jeopardize the safety of the traveling public dependent on the NAS.

d. FAA Identification Media. This program provides for positive and verifiable access control into FAA facilities and critical areas. AIN establishes the processes used to issue, protect, and control FAA identification media throughout the agency. Identification media is used as the principal tool for granting entry into FAA facilities. It directly supports the NAS and the FAA mission by establishing positive control over who is allowed into defined areas, thereby limiting unauthorized or uncontrolled access to mission critical systems and providing a secure and safe environment for personnel administering and using the NAS.

e. Technical Surveillance Countermeasures (TSCM) Program. The TSCM program supports the Classified and Sensitive Unclassified Information Protection Program by utilizing techniques and measures that detect and neutralize hostile technologies that surreptitiously attempt to gain access to this information through optical, electro-optical, electromagnetic, fluidic, and acoustic means as well as modification to equipment or building components for direct transmission of information. The TSCM program employs methods that protect telephones and telephone systems, equipment, conference rooms, and office areas that are used for classified and areas that are used for classified and sensitive information processing.

Core Business Activity: Internal Security - Facility Security Management Program

ASH will conduct facility security assessments and inspections in accordance with FAA Order 1600.69B, facility security management program.

ASH will conduct formal reviews of the Servicing Security Elements (SSE's) implementation of their Facility Security Management Program (FSMP)

Targets:

Activity Target 1 - Conduct facility security assessments and inspections at FAA facilities in accordance with FAA Order 1600.69B, Facility Security Management Program.

In FY06, this number is expected to be approximately 380. However, changes in accreditation status and risk level may affect the total number required per FAA Order 1600.69B and impact the target number. Monthly reporting shall include the current number required and progress towards achieving that goal. It is estimated that the interim milestones are as follows:

December 31, 2005 - 95 assessments and inspections completed

March 31, 2006 - 200 assessments and inspections completed

June 30, 2006 - 320 assessments and inspections completed

September 30, 2006 - 380 assessments and inspections completed

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Activity Target: 2 - Conduct five regional program evaluations of facility security programs. Two will be done by March 31, 2006, and an additional three done by September 30, 2006.

Core Business Activity: Internal Security - IG Audit Action Items

ASH will track security improvement action items as required by the Department of Transportation Inspector General (DOT IG).

Targets:

Activity Target 1 - Track progress of ATO/ASH security improvement action items in response to the weaknesses identified by DOT IG during their Physical Security Audit conducted during the period September 2004 through April 2005. Develop a corrective plan of action within 30 days of notification that an improvement action item requires modification or a change to the scheduled implementation.

Core Business Activity: Internal Security - Overt Guard Testing

ASH will develop an overt guard testing program.

Targets:

Activity Target 1 - ASH will develop an initial draft of an Overt Guard Testing Program by June 30, 2006 targeted to strengthen guard detection capabilities.

Core Business Activity: Internal Security - COMSEC and Classified Program Inspections

ASH will conduct Communications Security (COMSEC) inspections at FAA facilities to determine their compliance with FAA Order 1600.8, and National Security Agency (NSA)/United States Air Force (USAF) directives. ASH will also inspect all areas that store classified national security information to determine compliance with FAA Order 1600.2 and other applicable directives.

Targets:

Activity Target 1 - Conduct COMSEC inspections at FAA facilities in accordance with FAA Order 1600.8, Communications Security (COMSEC) and Secure Voice.

This activity target shall be measured against the completion of all COMSEC inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2005 - 12 inspections completed

March 31, 2006 - 24 inspections completed

June 30, 2006 - 36 inspections completed

September 30, 2006 - 48 inspections completed

Activity Target: 2 - Conduct Classified/SUI inspections at FAA facilities in accordance with 1600.2, Safeguarding Classified National Security Information and 1600.75, Protecting Sensitive Unclassified Information (SUI).

This activity target shall be measured against the completion of all Classified Information Program inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2005 - 13 inspections completed

March 31, 2006 - 26 inspections completed

June 30, 2006 - 39 inspections completed

September 30, 2006 - 55 inspections completed

Core Business Activity: Internal Security - Policy

ASH will develop, update, and issue national security policy as required.

Targets:
Activity Target 1 - Rewrite and issue FAA Order 1600.12 - Technical Surveillance Counter Measures Program by June 30, 2006.

Activity Target: 2 - Issue Change 2 - FAA Order 1600.69B - Facility Security Management Program by September 30, 2006.

Activity Target: 3 - Issue Change 1 - FAA Order 1600.61, Foreign Travel Order, by July 30, 2006.

Activity Target: 4 - Review and issue FAA Order 1600.2 - Safeguarding Controls and Procedures for Classified National Security Information and Sensitive Unclassified Information, by July 30, 2006.

Core Business Activity: Internal Security - ID Media

ASH shall issue ID media in accordance with the agency's ID Media Program and provide guidance and oversight on the issuance of FAA credentials.

Targets:
Activity Target 1 - Implement a web-based credential management system by July 31, 2006.

Core Business Activity: Internal Security - TSCM Surveys and Inspections

ASH will conduct Technical Surveillance Countermeasures surveys and inspections to determine compliance with FAA Order 1600.12.

Targets:
Activity Target 1 - Conduct 5 TSCM surveys or inspections. Two will be done by March 31, 2006, and the remaining three by September 30, 2006.

Core Business Function: Compliance Function - Investigations

The ASH Business Plan includes the investigations program and the personnel security program activities of the regional Security and Hazardous Materials Divisions and the Headquarters Office of Internal Security and Investigations (AIN). There are four major program areas as described below.

a. Personnel Security. The personnel security program supports the agency by initiating and adjudicating all employee and contractor suitability and security requests. The Personnel Security Division is responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. This Division serves as the adjudicative authority over all agency security clearance denials and revocations. The office also develops and implements policy, as required, for the FAA's Personnel Security Program, Contractor and Industrial Security Program, and Visitor Program. AIN-400 ensures visit requests received for foreign nationals and other visitors are processed in accordance with current agency policy.

b. Investigations Program. Title 49, United States Code, Sections 106, 40113, 40114, 46101, and 46104 confers to the FAA Administrator the administrative and regulatory investigative functions, powers and duties of the Secretary, Department of Transportation (DOT) as they pertain to aviation safety. ASH performs this function on behalf of the FAA Administrator. AIN-300 initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airman suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries. This Division develops and implements policy, as required, for the FAA's Investigations Program and serves as the investigative authority over agency employee misconduct and applicable airmen revocations.

c. Law Enforcement Assistance Program (LEAP). The LEAP consists of field investigative and operational activities which "support Federal, State, and local agencies by denying access to the National Airspace System to any person(s) who would threaten national security by committing criminal acts." The support provided involves taking regulatory enforcement actions and, as appropriate, providing aviation related support to law enforcement agencies seeking criminal prosecution or conducting airborne drug interdiction. Agents also provide training to law enforcement officers in aviation smuggling techniques and FAA resources.

d. Driving Under the Influence and Driving While Intoxicated (DUI/DWI) Investigations Program. AIN-300 administers the DUI/DWI program, which ensures the safety and security in air commerce and, if necessary, removes from navigable airspace those pilots who demonstrate an unwillingness to comply with certain safety regulations.

Core Business Activity: Investigations - Voluntary Compliance of Pilots with DUI Rule

ASH will conduct outreach activities and awareness briefings in conjunction with the FAA Registry to educate the pilot community on the DUI program.

Targets:

Activity Target 1 - Conduct eight briefings on the Driving Under the Influence (DUI) program by September 30, 2006.

Activity Target: 2 - Ensure that no more than 3% of Airman DUI cases are returned due to staleness excluding those returned for reasons beyond FAA control.

Core Business Activity: Investigations - Background Investigations

ASH will conduct background investigations on FAA employees and contractors. Background investigations are conducted as they are due, there is no set target number to be completed.

Targets:

Activity Target 1 - Process 90% of required background investigations for employees by September 30, 2006. In FY06, this number is expected to be approximately 2,500 investigations.

Activity Target: 2 - Process background investigations on 90% of identified FAA contractor employees by September 30, 2006. In FY06, this number is expected to be approximately 9,000 investigations.

Core Business Activity: Investigations - Allegations of Misconduct
ASH will investigate all allegations of misconduct by FAA employees and contractors.

Targets:
Activity Target 1 - Close 95% of investigations with a potential impact on safety within 30 work days, excluding those prolonged for reasons beyond the investigator(s) control.

Activity Target: 2 - Close 95% of all Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator(s) control.

Activity Target: 3 - Close 95% of investigations based upon Department of Transportation, Office of Inspector General Hotline complaints, Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, excluding those prolonged for reasons beyond the investigator(s) control.

Core Business Activity: Investigations - Program Evaluations and QA Reviews
ASH will conduct personnel security program and investigations program evaluations and quality assurance reviews.

Targets:
Activity Target 1 - Conduct three regional personnel security program evaluations.   One evaluation will be completed by December 31, 2005. The second and third evaluations will be completed by June 30, 2006.

Activity Target: 2 - Conduct three personnel security program quality assurance reviews. One review will be completed by December 31, 2005. The second and third reviews will be completed by June 30, 2006.

Core Business Activity: Investigations - Airmen and Aircraft Investigations
ASH will conduct regulatory investigations on all airmen and aircraft involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

Targets:
Activity Target 1 - 95% of regulatory investigations on airmen involved in sale or distribution of illegal drugs will be initiated within 30 days of knowledge of a conviction or notification by law enforcement.

Activity Target: 2 - 95% of regulatory investigations on aircraft involved in illegal activity will be initiated within 30 days of knowledge of that activity.

Core Business Activity: Investigations - Law Enforcement Support
ASH will support law enforcement investigations involving airmen and aircraft.

Targets:
Activity Target 1 - 95% of requests for assistance from Federal, State and local law enforcement agencies will be handled with an initial response within one business day of the request.

Activity Target: 2- Liaison with Federal, State and local law enforcement agencies in each State semi-annually.

Activity Target: 3 - Conduct ramp inspections in each State semi-annually.

Activity Target: 4 - In all participating states, conduct annual state prison matches for all certificate holders convicted on drug charges.

Core Business Activity: Investigations - Policy

ASH will publish internal policy documents on the Investigations Program.

Targets:

Activity Target 1 - Publish an Investigations Policy Handbook by April 30, 2006.

Activity Target: 2 - Submit for signature a rewrite of FAA Order 1600.38, Employee and Other Internal Security Investigations by April 30, 2006.

Core Business Function: Compliance Function - Hazardous Materials

The Office of Hazardous Materials (ADG) has three major programs.

a. Technical Leadership and National Guidance for Inspectional Workforce. The Office of Hazardous Materials (ADG) directs the operational and regulatory work of subordinate headquarters staff. ADG develops the hazardous materials strategic goals and annual work plan targets for the nation and serves as the principal technical liaison to the inspectional workforce. ADG also serves as the principal hazardous materials advisor to the Security and Hazardous Materials Training Staff.

b. Hazardous Materials Support and Coordination. ADG provides support or coordination in the following areas:

- Certification, review, and approval of air carrier hazardous materials training programs;

- Certification, review, and approval of air carrier hazardous materials and operations manuals;

- Coordination of national surveillance efforts of airlines, shippers and aviation repair stations;

- Coordination and review of airport emergency plans;

- Support of National Transportation Safety Board investigations and coordination of recommendations;

- Coordination of legal enforcement activities having national impact;

- Coordination of press release information; and,

- Coordination of international dangerous goods issues affecting aviation.

In addition, ADG provides support to FAA's Office of Flight Standards, Office of Airport Safety and Standards, Office of Chief Counsel, Office of International Aviation, the Office of Accident Investigations, the Department of Transportation, and the National Transportation Safety Board in a number of areas involving the safe transportation of hazardous materials.

c. Regulatory and Policy Development. The Office of Hazardous Materials serves as the principal aviation policy advisor to the DOT Pipeline and Hazardous Materials Safety Administration (PHMSA) and is responsible for managing FAA's hazmat rulemaking efforts. ADG represents FAA as an advisor to the US

represents FAA as an advisor to the US delegation to the International Civil Aviation Organization (ICAO) Dangerous Goods Panel of experts. ADG also serves as the principal liaison to the International Air Transport Association's Dangerous Goods Committee. This office ensures policy coordination regarding air transportation issues with the United States Postal Service and the Department of Defense and serves as a member of the Michigan State University's Packaging Consortium and coordinates policy guidance with the American Society of Testing Materials.

Core Business Activity: Hazardous Materials - Compliance and Enforcement

ASH will conduct inspections of -

- shippers of Hazardous Materials that were identified during routine air carrier assessments

- shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations

- repair stations that ship hazardous materials by air

- air carriers that ship hazardous materials by air

In FY06, ASH will measure progress made in reducing the time it takes to process Enforcement Investigative Reports (EIRs) in field offices from 120 days to 90 days.

Targets:

Activity Target 1 - Conduct 6,708 shipper and repair station assessments by September 30, 2006. Shipper assessments include those against prioritized

shippers as well as those identified based on actual cargo that has been accepted and/or transported. Repair station assessments are planned based on information collected from air carriers during a comprehensive assessment.

This activity target shall be measured against the completion of all shipper and repair stations by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2005 - 1,677 assessments completed

March 31, 2006 - 3,354 assessments completed

June 30, 2006 - 5,031 assessments completed

September 30, 2006 - 6,708 assessments completed

Activity Target: 2 - Conduct 3096 air carrier station assessments by September 30, 2006. This activity target shall be measured against the completion of all air carrier station assessments by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2005 - 774 assessments completed

March 31, 2006 - 1,548 assessments completed

June 30, 2006 - 2,322 assessments completed

September 30, 2006 - 3,096 assessments completed

Core Business Activity: Hazardous Materials - Outreach Efforts - Critical Commodities

ASH will better educate the public, industry, and carriers in the safe transportation of Hazardous Materials by air.

Targets:

Activity Target 1 - Each Regional Division Manager shall submit an outreach plan for approval by ADG-1 by November 30, 2005. The plan will include regional outreach activities concerning the five national and two regional critical commodities. These are:

- Oxygen generators
- Flammable gas torches/lighters
- All types of batteries
- All types of gasoline-powered devices
- Fireworks
- At least two regionally selected commodities

Activity Target: 2 - Conduct 774 outreach efforts to shippers of critical hazmat commodities.

This activity target shall be measured against the completion of all outreach visits by the target date. However, an evaluation will be conducted at the end of each quarter and compared against the following interim milestones, with adjustments made as necessary:

December 31, 2005 - 193 outreach visits completed

March 31, 2006 - 387 outreach visits completed

June 30, 2006 - 580 outreach visits completed

September 30, 2006 - 774 outreach visits completed

Core Business Activity: Hazardous Materials - Automated Outreach

ASH will respond to actionable airline passenger hazmat discrepancy reports through automated outreach.

Targets:

Activity Target 1 - Respond to 80% of actionable airline passenger hazmat discrepancy reports through automated outreach.

Core Business Activity: Hazardous Materials - All Cargo Air Carrier Testing

ASH will determine feasibility of conducting covert tests on selected all-cargo air carriers to determine the carrier's level of compliance with acceptance procedures for hazardous materials shipments by air.

Targets:

Activity Target 1 - Determine the feasibility of conducting covert all cargo air carrier testing to determine the carrier's level of compliance with acceptance procedures for hazardous materials shipments by March 31, 2006.   If conducted, complete all identified carrier testing by September 30, 2006.

Core Business Activity: Hazardous Materials - AVSED Support

ASH will support Aviation and Space Education (AVSED) Outreach Programs.

Targets:

Activity Target 1- Working in collaboration with the Aviation and Space Education (AVSED) Outreach Programs, ASH will support AVSED by coordinating one outreach event per region during FY06 to educate the public on safe transportation of hazardous materials by air.

Core Business Measure:

Crisis Management and Contingency Planning

ASH's Crisis Management and Contingency Planning Function includes initiatives under the Office of Emergency Operations and Communications (AEO).

Core Business Function: Crisis Management and Contingency Planning Function

The Office of Emergency Operations and Communications (AEO) contains six major program areas:

a. Emergency Operations Team. The Emergency Operations Team is responsible for providing national-level policy guidance regarding emergency preparedness and response. This is accomplished through the publication of national directives and the Crisis Management Handbook (and the Standard Operating Guidelines contained within), regular educational and planning sessions with Headquarters Emergency Planning personnel, participation in exercises simulating emergency conditions, and liaison with the emergency preparedness and response community outside the FAA. Additionally, the Emergency Operations Team prepares situation reports (SITREPS) to advise senior management and emergency planning personnel of any significant events that may have an

adverse impact on the National Airspace System (NAS). The Emergency Operations Team also provides support to the Washington Operations Center Complex and the Regional Emergency Transportation Coordinators/Regional Emergency Transportation Representatives (RETCOs/RETREPs).

b. Continuity of Operations (COOP) Team. The Continuity of Operations (COOP) Team is responsible for providing national-level policy guidance regarding FAA COOP through the publication of national directives. The COOP team provides COOP cadre management, notifications and training, along with providing COOP guidance to FAA regional facilities. Additionally, the COOP team provides COOP facility management, to include non-secure and secure communications to ensure command and control over the FAA, and sufficient logistical support to sustain operations at the Level 3 facility for over 30 days.

c. Command and Control Communications (C3) Team. The C3 team is responsible for planning, purchasing, testing and fielding all contingency communications equipment and classified messaging equipment for use by FAA personnel. The C3 team has the overall responsibility for the national Very High Frequency/Frequency Modulated (VHF/FM) radio network, the transition from the Automatic Digital Network (AUTODIN) to the Defense Message System (DMS), upgrading the current FAA Emergency Satellite Telephone Network equipment, Command and Control cellular telephones, the national High Frequency (HF) radio network, and the Communications Support Teams (CST), including technical training on these systems. The C3 team provides technical expertise to FAA's national COOP facilities, and maintains response vehicles for the Emergency Operations Division.

d. Washington Operations Center (WOC). The WOC's responsibilities include maintaining command, control and communications (C3) for the Administrator, Deputy Administrator, senior FAA management, and the entire agency 24 hours a day/seven days per week, and during emergency operations. The WOC performs a myriad of functions utilizing multiple redundant systems to ensure the Administrator maintains continuity of operations and control. AEO maintains lines of communications with multiple government agencies and industry in order to ensure smooth operation of the national airspace system. The WOC staff accomplishes its duties through the use of computer-based paging systems, telephonic systems, computer based teleconferencing system, a national Very High Frequency/Frequency Modulated (VHF/FM) radio network, the Automatic Digital Network (AUTODIN) to the Defense Message System (DMS), FAA Emergency Satellite Telephone Network equipment, secure telephone and secure facsimile equipment, Command and Control cellular telephones, and the national High Frequency (HF) radio network. The WOC possesses flexible operational capability and maintains portable assets in order to maintain continuity of operations should events require evacuation of the FAA Headquarters building. Additionally, the WOC staff supplements the Continuity of Operations (COOP) Team and provides COOP cadre management, notifications and training, along with providing COOP guidance to FAA regional facilities.

e. Business Management / COMSEC / Security Team.

The Emergency Operations Division's Business Management/COMSEC/Security (BCS) Team is responsible for COMSEC Management and Operations within the Division, including establishing policy, providing training and ensuring continued maintenance on all secure telephone and secure facsimile equipment nation-wide. The small purchase credit card program and the national bi-monthly satellite exercise program are also responsibilities of the BCS. The team also manages internal technical support contracts, the AEO operations budget, all office functions, and administrative cellular telephones, pagers and keys. Additionally, the BCS team coordinates AEO training requirements, human resource issues, and personnel security.

f. National Security Coordination Division. The National Security Coordination Division (NSCD) performs functions which directly support the national security responsibilities of the FAA. This office is given primary responsibility by the Administrator's office to serve as the focal point for all federal, state and local agency requests for FAA support to National Command Authority (NCA) and counternarcotics missions. The NSCD approves, coordinates and oversees FAA support of overt, covert and clandestine counterterrorism, counternarcotics and counterintelligence activities conducted by intelligence community (IC), Department of Defense (DOD) and law enforcement (LE) agencies. This office overseas the construction and certification of Sensitive Compartmented Information Facilities (SCIF) within the FAA, as well as the use, storage and handling of Sensitive Compartmented Information, other intelligence products, and sensitive information over which special access controls are exercised. Additionally, the

controls are exercised. Additionally, the NSCD serves as the liaison for technical requests from IC and LE agencies for national airspace systems (NAS) and data, as well as oversees the participation by FAA in the El Paso Intelligence Center (EPIC) to insure that FAA (Air Traffic and Flight Standards) supplied data is provided efficiently and effectively to both LE and IC entities and other approved recipients. The NSCD also provides SCIF space, logistical and classified telecommunications systems support to the Department of Transportation's Office of Intelligence & Security.

Core Business Activity: AEO - Planning, Preparation and Response

ASH will ensure a national emergency operations plan and structure exists to support national and regional operations during any incidents (natural or technological disasters, terrorism incidents, wide-spread communications outages, etc.) and to provide national level management, training, exercises and policy guidance regarding emergency preparedness and response.

Targets:

Activity Target 1 - ASH will perform Emergency Event Coordinator (EEC) duties as required in accordance with FAA Order 1900.1, as amended.

Activity Target: 2 - Participate in interagency exercises, as scheduled by DOD, DHS, or other governmental agencies.

Activity Target: 3 - Ensure Situation Reports are published during significant events that actually or potentially impact the NAS. Frequency is determined by type of event.

Activity Target: 4 - Provide overall management and train cadre members and provide adequate appropriately cleared staffing for a 24/7 on-call schedule for the Department of Transportation's Crisis Management Center. Begin notification of FAA cadre members within 30 minutes of initial request for deployment.

Activity Target: 5 - Initiate initial coordination of a new Headquarters COOP directive based on the latest Federal Preparedness Circular 65 by November 30, 2005.

Activity Target: 6 - Complete full coordination of a new Headquarters COOP directive based on the latest Federal Preparedness Circular 65 by May 1, 2006

Activity Target: 7 - Determine options, timelines, and funding sources to develop emergency operations center (EOC) capability at an alternate site by April 30, 2006.

Activity Target: 8 - Facilitate FAA's development of preparedness and response plans for pandemic influenza, in coordination with DOT and other departments and agencies as directed.

Core Business Activity: AEO - Sensitive Compartmented Information (SCI) Control Systems Program Order

ASH will write a Sensitive Compartmented Information (SCI) Control Systems Program Order. Write the SCI Control Systems Program Order with the following milestones:

Targets:

Activity Target 1 - Address/resolve (remediate) comments - January 1, 2006.

Activity Target 2 - Circulate new draft for external coordination with LOB's and CIA. Receive comments - July 31, 2006.

Core Business Activity: AEO - Washington Operations Center Complex (WOCC)

In order to ensure a 24 hour a day agency-wide integration of critical, time sensitive information support of FAA senior leadership, the National Airspace System (NAS), and National Security Emergency Preparedness, the WOCC will conduct the following activities during FY06:

- transfer to the Defense Messaging System (DMS)

- reconfigure pager groups

- Conduct WOC relocation exercises

- Conduct communications exercises with the established WOC backup facility in Southwest Region.

- Revalidate and update all operational contacts to improve inter-governmental communications between government operations centers. Participate in meetings to promote continued communications links.

- Develop and implement a comprehensive WOC briefing and tour of the facility.

- Implement scheduled tape talk sessions with employees to ensure operational readiness and operational proficiency are maintained.

Targets:

Activity Target 1 - Transition to the Defense Messaging System (DMS) by September 30, 2006.

Activity Target: 2 - Coordinate all changes on paging groups with Lines of Businesses by July 31, 2006.

Activity Target: 3 - Reconfigure paging groups based on identified reporting requirements and updated Crisis Management Handbook Standard Operating Guidelines by September 30, 2006.

Activity Target: 4 - Conduct WOC relocation exercises to improve response time and ensure continuity of operations in the WOC function at the relocation facilities. Exercises will be conducted quarterly.

Activity Target: 5 - Conduct two communications exercises with the established WOC backup facility in Southwest Region. The first one will be completed by June 30, 2006. The second one will be completed by September 30, 2006.

Activity Target: 6 - Revalidate and update all operational contacts to improve intergovernmental communications between government operations centers by September 30, 2006. Participate in scheduled meetings to promote continued communications links.

Activity Target: 7 - Develop and implement a comprehensive WOC briefing and tour of the facility. Briefing and tour will be given quarterly.

Activity Target: 8 - Conduct scheduled tape talk sessions with each employee to ensure operational readiness and operational proficiency are maintained. Half of the WOCC employees will be completed by July 31. The remaining employees will be completed by September 30, 2006.

Activity Target: 9 - ASH will maintain the WOCC to ensure a 24 hour a day agency-wide integration of critical, time sensitive information support of FAA senior leadership, the National Airspace System (NAS), and National Security Emergency Preparedness. Activities will be reported monthly.

Core Business Activity: AEO - Support to Homeland/National Security Requirements - Specific to the El Paso Intelligence Center (EPIC) ADAPT Upgrade

ASH will provide support to EPIC by upgrading their National Airspace System (NAS) capability to support homeland/national security initiatives. Upgrade NAS capability by meeting the following milestones:

Targets:
Activity Target 1 - Within 30 days of point-to-point circuit installation, test T-1 line between FAA and ASH (AEO-300 SCIF).

Activity Target: 2 - Within 90 days of receipt of equipment (server and other hardware), install equipment in AEO-300 SCIF.

Activity Target: 3 - Within 45 days of AEO-300 receipt of EPIC equipment, schedule and install workstations at EPIC.

Activity Target: 4 - Within 30 days of installation, configure, test, and implement upgraded connectivity.

Core Business Activity: AEO - Support to Sensitive National Defense and Sensitive Law Enforcement Operations

ASH/AEO-300 will provide support as the FAA focal point for external agency requirements for operational support.

Targets:
1 - ASH will validate and respond to initial classified/sensitive/unclassified program requests from the Intelligence Community, Department of Defense, Federal, State and local enforcement customers, and the Department of Homeland Security within 3 business days.

Activity Target: 2 - ASH will partner and coordinate with the appropriate Lines of Business which are affected by the request once the validation has occurred within 10 business days of the validation.

Core Business Activity: AEO - Sensitive Compartmented Information (SCI) Facilities

ASH, as the focal point for FAA, will maintain the ability to send, receive and validate classified requirements for the FAA. ASH will maintain connectivity to the National Security Community by providing certification and oversight of all FAA SCIFs; develop, and maintain continuous certification of classified TS/SCI network and communications circuits (JWICS); continuously update FAA's National Security/Intelligence requirements so that the FAA can receive threat warnings that impact the aviation industry and the security of the NAS.

Targets:

Activity Target 1 - ASH will monitor the FAA SCIFs and TS/SCI network and JWICS connectivity for changes affecting certification status. ASH will notify the cognizant security authority within 5 business days of any changes affecting security or connectivity to determine remediation to the problem.

Core Business Activity: ASH - Homeland Security Support

ASH will maintain dialogue and coordination with external US Government Departments and Agencies (e.g., DOT, DHS, DOS, DOJ etc.) concerning interagency planning documents and activities that affect FAA operations and impact Homeland Security and National Security Programs.

Targets:

Activity Target 1 - Respond to review requests by established suspense dates in 95% of instances unless response is dependent on information from or coordination with organizations outside of ASH control.

Activity Target: 2 - Respond to non-suspensed requests for review within 25 days of receiving the request in all instances unless response is dependent on information from or coordination with organizations outside of ASH control.

Core Business Activity: AEO - Command and Control Communications

ASH will ensure the availability of command and control communications support to the Washington Operations Center Complex and regional entities, by planning, procuring, engineering, designing, testing, implementing/fielding command and control communications, including classified messaging equipment, FAA-wide. Funding

identified for these activities does not include non administrative C3 operational budget. In FY06, this amount is estimated to be $1.2M.

Targets:

Activity Target 1 - Provide National Communications System (NCS) Government Emergency Telecommunications Service (GETS) cards and training to FAA Headquarters Senior Executives and to persons identified with emergency essential functions. Process applications for GETS cards within 2 business days of request.

Activity Target: 2 - Conduct national bi-monthly satellite exercises to ensure continued system viability, and arrange for maintenance and repair as required. Target dates are as follows:

November 30, 2005

January 31, 2006

March 31, 2006

May 31, 2006

July 31, 2006

September 30, 2006

Activity Target: 3 - Complete the upgrade of existing Satellite Telephone Network by June 1, 2006.

Activity Target: 4 - Complete engineering study on HF/SSB network for validated requirements by March 1, 2006. Complete equipment modernization efforts though key-site testing 180 days

after completion of all procurement actions. Complete disposition plan for equipment identified for disposition by September 30, 2006.

Activity Target: 5 - Complete test and validation of new DMS architecture by January 31, 2006.

Activity Target: 6 - Complete 20 DMS installations at 20 locations by June 1, 2006. Subject to full funding of the C3 program (CIP-18) request for FY06.

Activity Target: 7 - Complete remaining locations that have approved COMSEC facilities by September 30, 2006. Subject to full funding of the C3 program (CIP-18) request for FY06.

Activity Target: 8 - Ensure that design, engineering, installation, testing and acceptance of the Very High Frequency/Frequency Modulation (VHF/FM system is completed at 6 SMOs by September 30, 2006. Interim milestones are as follows:

- Acceptance will be gained at 2 SMOs by March 31, 2006

- 2 additional SMOs by June 30, 2006

- the final 2 acceptances by September 30, 2006.

In addition, there will be design and engineering complete for an additional 2 SMOs by September 30, 2006 for FY-07 implementation. As of September 30, 2006, 12 of 33 SMOS will be implemented and accepted.

Core Business Activity: AEO - Continuity of Operations

ASH will ensure that viable continuity of operations facilities and procedures, to include communications and logistics, are continually available and regularly exercised through readiness exercises and training, maintaining continual facility operational capability, and COOP Cadre management.

Targets:

Activity Target 1 - Provide training and support to the Continuity of Operations Plan to provide for the command and control over the FAA by conducting COOP cadre meetings and/or advance COOP deployments quarterly. Target dates:

December 31, 2005,

March 31, 2006,

June 30, 2006,

September 30, 2006

Activity Target: 2 - Conduct quarterly internal exercises such as cadre reception, decontamination, shelter management, first aid, and CPR activities. Target dates:

December 31, 2005,

March 31, 2006,

June 30, 2006,

September 30, 2006

Activity Target: 3 - Test the COOP cadre notification system at least quarterly. Target dates:

December 31, 2005,

March 31, 2006,

June 30, 2006,

September 30, 2006

International Leadership

The FAA is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 188 of the world's civil aviation authorities. The Security and Hazardous Materials organization is committed to providing intellectual support in the form of technical expertise in the areas of safety and security. We are committed to working with our international partners to bring our experience, expertise, and new technology to ensure a safer and more secure global airspace.

The activities and performance targets ASH will complete in support of the FAA Flight Plan goal of International Leadership are described below.

Flight Plan Performance Target:

Aviation Safety Leadership

By FY 2010, continue to reduce the five-year rolling average commercial air carrier fatal accident rate in key regions or countries experiencing substantial growth in aviation operations by 10 percent from the 2000-2005 baseline. FY06 Target: 0.599 per million departures in China.

Strategic Initiative: Presidential Safety Programs

Implement civil aviation safety programs to support the Administration's initiatives.

Strategic Activity: International Dangerous Goods Courses

ASH will deliver international dangerous goods courses on regulations of shipping hazardous materials by air transportation.

Targets:
Activity Target 1 - ASH will deliver two international dangerous goods courses in Oklahoma City by August 31, 2006.

Activity Target: 2 - ASH will deliver one international dangerous goods course to support the Safe Skies for Africa program. Location and date TBD.

Core Business Measure:

ASH Support for International Committees and Panels on Hazardous Materials

ASH will support international committees and panels concerned with the transportation of hazardous materials by air.

Core Business Function: ASH Support for International Committees and Panels

ASH Support for International Committees and Panels

Core Business Activity: International Committees and Panels

ASH will support DOT's participation in two UN subcommittee meetings on the transportation of dangerous goods.

ASH will serve as aviation advisor to two ICAO dangerous goods panels.

Targets:
Activity Target 1 - ASH will participate in two UN subcommittee meetings on the transportation of dangerous goods by July 31, 2006.

Activity Target: 2 - ASH will participate in one ICAO dangerous goods panel by July 31, 2006.

Organizational Excellence

To achieve the ambitious goals outlined in the Flight Plan, the FAA must become nothing less than a world-class organization. This will require strong leadership, performance-based management, and improved fiscal responsibility.

As we accomplish our mission, providing quality service that is responsive to our customers within the FAA and industry will be our standard. Our organization will continue to operate with integrity while being mission-focused, high-performing, and extremely dedicated.

We are proud to be a part of the FAA family and will strive to ensure the FAA and the ASH organization are successful in accomplishing its mission.

The Security and Hazardous Materials organization is the lead for the Security Measures initiative under the Organizational Excellence goal. We also have supporting roles for several other initiatives. All of these are described below.

Flight Plan Performance Target:

Employee Attitude Survey

Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5 percent by FY 2010. FY06 Target: 3 percent.

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

Strategic Activity: Early Dispute Resolution Center Support

ASH will support the Early Dispute Resolution Center. This support may include providing resources to develop, sustain, and expand the Early Dispute Resolution Center in order to ensure the success of the initiative.

Targets:

Activity Target 1 - Provide one or more opportunities for the EDRC Executive Director to speak to ASH employees about EDRC services.

Strategic Initiative: EAS Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

Strategic Activity: EAS Action Plan

ASH will implement an EAS Action Plan to address employee feedback and improve organizational effectiveness. ASH will report progress and results to AHR.

Targets:

Activity Target 1 - Update, where necessary, EAS Action Plan to incorporate Interim EAS 2005 results by December 31, 2005.

Activity Target: 2 - Provide monthly progress reports to AHR

Activity Target: 3 - Provide executive report-out on organizational results and progress when required at the monthly Flight Plan performance assessment meeting (AHR will provide schedule in 1Q FY06)

Strategic Initiative: Security Measures

Provide our employees with a safe environment through the identification of security measures designed to provide protection for our employees, our facilities, and our critical infrastructure.

Strategic Activity: Facility Security Accreditation

ASH will issue accreditation certification to facilities that have met the security requirements contained in FAA Order 1600.69B, Facility Security Management Program.

Activity Target 1 - Validate the implementation of security measures at FAA facilities and accredit 95% of eligible facilities within 15 days of all findings being verified as closed.

Strategic Activity: HSPD-12

ASH shall issue ID media in accordance with the agency's ID Media Program and Homeland Security Presidential Directive 12 (HSPD-12), Policy for a Common Identification Standard (CIS) for Federal Employees and Contractors.

Targets:

Activity Target 1 - By September 30, 2006, ensure no HSPD-12 Topology ID/Badge is issued unless validation has been conducted and the required FBI fingerprint results have been received from OPM and favorably adjudicated.

Activity Target: 2 - Implement a process in two regions to issue an HSPD-12 ID to temporary employees based on the granting of interim suitability by June 30, 2006.

Flight Plan Performance Target:

Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.85 per 100 employees by the end of FY 2006, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative. FY06 Target: no more than 2.85 per 100 employees.

Strategic Initiative: Employee Safety and Health Program

Reduce workplace injuries to enhance FAA worker safety.

Strategic Activity: ASH Employee Safety and Health Program

ASH managers will distribute to and discuss with employees information prepared and provided by AEE concerning the importance of safety in the workplace. To the degree that the information provided by AEE mentions opportunities for safety training, managers will encourage appropriate staff, including appropriate managers, to participate in such training, provided the training is local and requires no travel; on-line, computer-based instruction is preferred. To the degree that the information provided by AEE mentions the need to report all mishaps in the Safety Management Information System (SMIS), managers will fully acquaint themselves with the requirements of SMIS and take future action commensurate with those requirements.

Targets:

Activity Target 1 - By April 30, 2006, develop an ASH action plan that places emphasis on safety training, accountability for unsafe actions, timely reporting of mishaps/incidents in SMIS, timely and accurate filing of injury and illness claim forms to HR, and workplace safety inspections.

Activity Target: 2 - ASH managers will complete assigned tasks within 60 days of ASH receipt of AEE-1 materials.

Flight Plan Performance Target:

Clean Audit

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY06 Target: Clean Audit.

Strategic Initiative: Document and Test Internal Controls

In compliance with Office of Management and Budget (OMB) guidance, document and test internal controls to help program and financial managers achieve results.

Strategic Activity: ASH - Document and Test Internal Controls

ASH will support ABA in documenting and testing internal controls.

Targets:

Activity Target 1 - Identify, document, and test key LOB business processes that support summary dollar entries in the FAA Financial Statements by 4/30/06.

Flight Plan Performance Target:

ATC Hiring Plan

Maintain air traffic controller annual hiring within 5 percent of Air Traffic Controller Workforce Hiring Plan. FY06 Target: 5 percent.

Strategic Initiative: Hiring Air Traffic Controllers

Improve the process for hiring air traffic controllers to ensure the agency has the capacity to achieve anticipated strategic staffing requirements.

Strategic Activity: Hiring Air Traffic Controllers

ASH will support the implementation of the recommendations outlined in the FY05 workgroup report.

Targets:

Activity Target 1 - Continue to support and assist in the implementation of the accelerated hiring process for air traffic controllers. Provide status reports monthly. Once the recommendations from the FY05 workgroup are approved, ASH will establish activity targets to accomplish these activities.

Flight Plan Performance Target: Cost Control Program

Each FAA organization will contribute at least one measurable and significant cost reduction and/or productivity improvement activity each year, including but not limited to, cost efficiencies in the areas of: strategic sourcing for selected products and services; complete consolidation of facilities and services such as accounting offices, real property management, helpdesks, and Web services; and elimination or reduction of FAA use of obsolete technology by either removing from service or transferring from Federal operation 100 Navaids. FY06 Target: 100 percent compliance.

Strategic Initiative: Cost Control Program

Implement line of business-specific cost reduction and/or productivity improvement initiatives as well as agency-wide initiatives.

Strategic Activity: ASH - Working Capital Fund (WCF) - Security Services

ASH will work with DOT on identifying the most effective use of funds contributed by the FAA to the Working Capital Fund to obtain a cost savings. The Working Capital Fund contributes to pay for the following security services:

- Personnel Security Functions

- Personnel Security Processing Center

- Building Security for the Orville and Wilbur Wright Federal Buildings

- Other Security and Investigative Functions

Targets:

Activity Target 1 - ASH will continue to report on a monthly basis the savings realized through negotiations with DOT on the utilization of resources for security services.

Strategic Activity: ASH - IT Cost Reduction Activities

ASH will utilize information technology resources to realize a cost savings to the agency.

Targets:

Activity Target 1 - ASH will develop a comprehensive IT asset management plan and identify value efficiencies by June 30, 2006.

Activity Target: 2 - ASH will consolidate 1/3 of ASH field servers by September 30, 2006.

Activity Target: 3 - Reduce the number of desktop-laptop pairs by 40% by August 31, 2006.

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop and implement productivity and/or financial metrics to measure its efficiency.

Strategic Activity: ASH Productivity Measure

ASH will achieve an increase in productivity through the reduction in the number of days it takes ASH to process civil penalty hazardous materials cases.

Targets:

Activity Target 1 - Reduce the average number of days it takes to transfer civil penalty hazardous materials cases to Legal Counsel from 120 days to an average of 90 days.

Flight Plan Performance Target: Information Security

Achieve zero cyber security events that disable or significantly degrade FAA services. FY06 Target: 0.

Strategic Initiative: Cyber-Security Plan

Improve how we protect FAA's information infrastructure using the agency's cyber-defense android concept, which is an advanced defense strategy.

Strategic Activity: Enhanced Cyber Security

ASH will further enhance its cyber security by assuring the confidentiality, integrity, and availability of information and information systems.

Targets:

Activity Target 1 - Ensure 100% of operational/deployed systems in inventory have completed current certification and accreditation (C&A) and undergo a self-assessment if C&A is not required.

Activity Target: 2 - If funded, re-certify 33% of the systems in the inventory.

Activity Target: 3 - If funded, re-mediate 20% of high vulnerabilities as identified in the DOT portal (DISP) as of October 1, 2005, with completion date in FY 06.

Activity Target: 4 - Maintain an average of 0.10 or fewer high vulnerabilities as measured against the SANS top 20 for the targeted network servers.

Flight Plan Performance Target:

Mission Critical Positions

By FY 2010, reduce the time it takes to fill mission-critical positions by 25 percent over the FY 2003 baseline. FY06 Target: 10 percent.

Strategic Initiative: Human Capital Planning

Sustain and improve agency human capital planning and measurement processes.

Strategic Activity: ASH - Agency Human Capital Planning and Measurement Processes

ASH will provide support to the agency's human capital planning and measurement processes.

Targets:

Activity Target 1 - Complete annual update of FAA Human Capital Plan based on analysis of the workforce, mission demands, human capital challenges, and initiatives needed to accomplish FAA Flight Plan goals (2nd Qtr, FY06).

Activity Target: 2 - Continue data collection, analysis, and interpretation of human capital metrics (e.g., time-to-fill) to assess FAA s performance in human capital management. (Quarterly, FY06)

Activity Target: 3 - Communicate Federal Human Capital Survey results and identify corporate follow-up actions (1st and 2nd Qtrs FY06)

Activity Target 4: Provide human capital updates to support DOT s PMA requirement and the OMB Executive Scorecard (Quarterly, FY06).

Strategic Activity: ASH - Workforce Planning

ASH will use workforce planning and analysis to strategically align human capital (workforce size and skills) with organizational needs and goals.

Targets:

Activity Target 1 - Complete self-assessment of LOB/SO workforce plan. (Ongoing; workforce data provided 2nd Qtr FY06).

Activity Target: 2 - Update LOB/SO workforce plan: provide analysis of emerging workforce challenges; provides demographic and as-is and desired competency information needed to accomplish goals outlines in LOB/SO business plan; identifies workforce gaps and strategies to close gaps; and establishes measures to assess the effectiveness of implemented human capital strategies/solutions (3rd Qtr FY06)

Activity Target: 3 - Participate on the FAA Human Capital Planning Council (Quarterly FY06).

Core Business Measure:

ASH Human Resources Management

ASH Human Resources Management Measure

Core Business Function: ASH Human Resources Management Function

The Human Resource Management Staff is responsible for all human resource policies and procedures specific to Security and Hazardous Materials. Their goal is to ensure that the right people are in the right place at the right time to support the ASH mission. The staff is focused on the many facets of human resources services to include oversight of personnel policies as they relate to the ASH organization; overseeing and conducting staffing activities, to include attrition planning, recruitment, interviews, selection, and employee orientation.

They also maintain employee performance records, consult with and advise managers on staffing/recruiting options, regulations, and policies; train managers to provide feedback during the panel interview process; attend job fairs or other recruitment initiatives; promote and support Affirmative Action/special emphasis programs; provide training /briefings to on various ASH HR programs, conduct new employee orientations and assist with various management development programs.

Core Business Activity: Human Resource Management - Employee Orientation
ASH will require all new employees to complete the Employee Orientation.

Targets:
> Activity Target 1 - Require all new employees to complete the Employee Orientation within 15 days after reporting for duty.

Core Business Activity: Human Resource Management - Job Documentations
ASH will complete the rewrite of the job documentations for non-executive level positions.

Targets:
> Activity Target 1 - Rewrite the job documentations for the remaining 35% of non-executive level positions by August 31, 2006.

Core Business Activity: Human Resource Management - SCI Process
ASH will administer and complete the SCI process.

Targets:
> Activity Target 1 - Administer and complete the SCI process by December 31, 2005.

Core Business Measure: ASH Training
ASH Training

Core Business Function: ASH Training Function
The ASH mission is to provide quality services to ensure and promote aviation safety in support of national security and the national aerospace system. Our current workforce is aging and a large number of executives, managers and senior agents are eligible to retire. This office has identified a critical need to prepare existing employees for future vacancies in leadership positions. In addition, special agent job processes are changing due to world terrorism threats and the increased use of technology to improve work processes and our service to the end user. An improperly trained workforce cannot perform the job that is required of them by the FAA and the traveling public. Training and development of our executive, management, and operational employees is essential in order to plan for future leaders and to provide the required skills for our agent and administrative workforce, who carry out the FAA's internal security, investigations, and hazardous materials regulatory programs. ASH-20's goal is to have a highly trained, motivated, productive, and diverse workforce by providing training and career development opportunities in the following critical areas:

- Management development for current and future managers

- Air Transportation of Hazardous Materials

- Program analysis, knowledge, and skills development for administrative staff

- Training for international officials focused on establishing Air Transportation of Hazardous Materials Programs in their countries

- Drug Investigations/DUI/DWI Programs

- Emergency Operations and Communications

- FAA Investigations

- Personnel Security for Employees and Contract Employees

- FAA Facility Security Management Program

- COMSEC Account Management & STE

The staff also provides training and supports other LOB/SO goals such as the White House Human Capital Initiative, communication security for the Air Traffic Service and the Regional Operation Centers, and agency-wide education on safeguarding classified and sensitive unclassified information.

Core Business Activity: Training - Implementation of Electronic Learning Management System (ELMS)

ELMS is the replacement system for CPMIS for the agency. Each LOB has a role in implementing this new system.

Targets:
Activity Target 1 - Participate in ELMS operational validation process by September 30, 2006.

Core Business Activity: Training - Continuous Growth Program (CGP)

ASH will participate in the design and development of a corporate employee development program and leverage our existing programs and systems.

Targets:
Activity Target 1 - Conduct monthly telcon with MODEL Program participants by the end of each month.

Activity Target: 2 - Evaluate participant developmental activities through quarterly check-ins for 4th segment by October 31, 2005.

Activity Target: 3 - Evaluate effectiveness of Mentor/Mentee Partnership through 12 month check-in by October 31, 2005.

Activity Target: 4 - Request Current Managers update MDP by June 30, 2006.

Activity Target: 5 - Evaluate participant developmental activities through quarterly check-ins for 5th segment by January 31, 2006.

Activity Target: 6 - Provide individual consultation with each MODEL Program participant by the end of each month to provide career counseling, address issues or concerns that are affecting participant development, and assist in establishing developmental activities.

Activity Target: 7 - Evaluate participant developmental activities through quarterly check-ins for 6th segment by May 2, 2006.

Activity Target: 8 - Evaluate the effectiveness of Mentor/Mentee Partnership through final check-in by May 2, 2006.

Activity Target: 9 - Prepare and Deliver final activity/management simulation for MODEL Participants by May 31, 2006.

Activity Target: 10 - Coordinate graduation activities for Model Program by April 30, 2006.

Activity Target: 11 - Provide participant information to Management Assessment Board for final review by April 30, 2006.

Activity Target: 12 - Participate in the evaluation of the first iteration of Model Program by September 30, 2006.

Activity Target: 13 - Request enrollments for individual management development requirements via CMD or other sources as required.

Core Business Activity: Training - Facility Security

ASH will design, develop, and deliver Interactive Video Teletraining (IVT) courses and a facility security management program course for ASH facility security specialists.

Targets:

Activity Target 1 - ASH will deliver two facility security IVT's by August 31, 2006.

Activity Target: 2 - ASH will validate new Facility Security Management Program (FSMP) Course by September 30, 2006.

Activity Target: 3 - ASH will deliver three FSMP courses by September 30, 2006.

Core Business Activity: Training - Investigations

ASH will deliver technical training for ASH Investigators and Personnel Security Specialists.

Targets:

Activity Target 1 - Revise Investigations and Personnel Security Courses for Order changes within 90 days of publication of FAA Orders 1600.38 and 1600.72A.

Activity Target: 2 - Deliver Investigations Course by February 28, 2006.

Activity Target: 3 - Deliver Personnel Security Course by August 15, 2006.

Activity Target: 4 - Deliver Investigations Refresher Workshop by April 15, 2006.

Activity Target: 5 - Deliver one Personnel Security IVT by September 30, 2006.

Core Business Activity: Training - Hazmat Program

ASH will deliver training for Hazmat Specialists.

Targets:

Activity Target 1 - Deliver Hazmat Basic Course by June 30, 2006.

Activity Target: 2 - Deliver three Hazmat Recurrent IVTs. Target dates are January 31, 2006, April 30, 2006, and September 30, 2006.

Activity Target: 3 - Design and develop DG Investigations Course by September 30, 2006.

Activity Target: 4 - Revise Hazmat Basic Course by August 31, 2006.

Core Business Activity: Training - Professional Development

ASH will provide in-agency professional development by ASH workforce.

Targets:

Activity Target 1 - Deliver one instructor development workshop course by September 30, 2006.

Activity Target: 2 - Train 80% of ASH employees in situational leadership by September 15, 2006.

Core Business Activity: Training - COMSEC Program

ASH will deliver COMSEC courses at the Mike Monroney Aeronautical Center.

Targets:

Activity Target 1 - Deliver five COMSEC courses by September 30, 2006.

Core Business Activity: Training - Out of Agency Training (OAT)

ASH will provide OAT for professional development.

Targets:

Activity Target 1 - Request enrollment for FLETC Physical Security Training as needed.

Activity Target: 2 - Request enrollments to fulfill individualized training requirements AEO Personnel as needed.

Activity Target: 3 - Request enrollment in Basic and Advanced Suitability training as needed.

Activity Target: 4 - Request enrollment for Operations Officers in Aircraft Accident Investigation training as needed.

Activity Target: 5 - Request training for IRM and Specialists as needed.

Core Business Activity: Training - Current Manager and Executive Development

ASH will enroll executives in training for enhancement of executive skills.

Targets:

Activity Target 1 - Request enrollment for two executives in Federal Executive Institute training by September 30, 2006.

Activity Target: 2 - Deliver Orientation for Current Managers as needed.

Core Business Measure:

ASH Information Resource Management (IRM)

The primary objective of the IRM staff is to provide cost effective, secure enabling technology to support the ASH mission.

Core Business Function: ASH Information Resource Management (IRM) Function

The main objective of the IRM staff is to provide cost effective, secure enabling technology to support the ASH mission. ASH-40 has developed a state of the art web-based platform for hosting all of its data driven applications, effectively capturing, disseminating, and analyzing safety and security data. Program managers, hazmat inspectors, security investigators, facility inspectors, and support personnel are using integrated systems for planning, scheduling, capturing and tracking work programs, investigation results, and safety and security information. The ASH platform delivers anytime, anywhere access for all of its agents and employees whether they are at their desks, at home or on travel and is supported by personnel in the regional Security and Hazardous Materials Divisions. This access is entirely secure from point to point and delivers data and reports in real-time. This platform has enabled ASH to become much more efficient in its operations as work loads can be spread around and it allows the

individual employees to become more productive.

Core Business Activity: IRM - Host National Applications

ASH will provide a secure hosting platform for national systems.

Targets:

Activity Target 1 - ASH will implement a real time failover that provides 99.9% application availability 24 hours per day 365 days a year by September 30, 2006.

Activity Target: 2 - Provide quarterly statistical reports of availability to ASH CIO.

Core Business Activity: IRM - Desktop Support

ASH will establish standard base of performance for desktop support based on industry best practices.

Targets:

Activity Target 1 - Respond to all critical and important service requests within an average of 15 minutes.

Activity Target: 2 - Resolve all critical and important service requests within 4 business hours.

Activity Target: 3 - Replace 100% of outdated equipment that falls within the 4-year life cycle.

Activity Target: 4 - Adopt all standards established by the AIO office.

Core Business Activity: IRM - Requirements Gathering

ASH will determine the requirements and feasibility of systems.

Targets:

Activity Target 1 - 100% of accepted requirements accurately describe the functionality.

Activity Target: 2 - Establish the origin or sponsor of all requirements and criteria for implementation verification.

Activity Target: 3 - Assign implementation priority to all requirements or components.

Activity Target: 4 - 100% of requirements accepted are technically feasible and within budget.

Core Business Activity: IRM - Technical Consulting

ASH-40 will provide technical advice to the ASH program offices.

Targets:

Activity Target 1 - Respond to 100% of request for technical advice and assistance on IT issues.

Core Business Activity: IRM - Networking Function

ASH-40 will provide external connectivity to the ASH desktop.

Targets:

Activity Target 1 - Migrate all network servers and services to Windows 2003 Server and backup 100% of all network user files by September 15, 2006.

Activity Target: 2 - Maintain 99% availability of network and resources during regular business hours.

Activity Target: 3 - Maintain and update user profiles within 1 work day of change.

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Core Business Activity: IRM - IT Asset Management

ASH-40 will work to maximize the return on IT investments during FY06.

Targets:

Activity Target 1 - All desktop equipment procurement will be centralized at headquarters level.

Activity Target: 2 - Procurement budget will be maintained at current industry standard.

Activity Target: 3 - ASH will complete a cost effectiveness vs. return on investment analysis on all major acquisitions.

Activity Target: 4 - All IT devices (e.g., pagers, cell phones, and laptop computers) will be evaluated to maximize return on investment and increase productivity.

Core Business Activity: IRM - Computer Forensics

ASH-40 will administer a forensics program.

Targets:

Activity Target 1 - ASH will complete 100% of requests for support for computer-forensics on schedule.

Activity Target: 2 - ASH will provide monthly reporting to ASH CIO of computer-forensics requests.

Activity Target: 3 - ASH will ensure all FG-334s are trained on ASH standards for computer-forensics.

Core Business Activity: IRM - ASH IT representation

Represent ASH to all external entities (public/private) on IT issues.

Targets:

Activity Target 1 - ASH will attend 100% of all meetings as assigned by management and represent this organization to all external entities on IT issues.

Core Business Activity: IRM - Developing Applications

ASH will support the ASH mission requirements and provide application development services.

Targets:

Activity Target 1 - Ensure that all operational applications have a 99% or higher availability.

Activity Target: 2 - Provide expert technical advice/input on demand during requirements definition.

Activity Target: 3 - Complete application projects within a -10% to a +25% of the baseline schedule.

Activity Target: 4 - Complete application projects within a -10% to a +10% of the baseline budget.

Core Business Measure:

ASH Strategic Planning and Evaluations

ASH Strategic Planning and Evaluations

Core Business Function: ASH Strategic Planning and Evaluations Function

Evaluation of the progress and effectiveness of security activities within Security & Hazardous Materials has become increasingly important to stakeholders and decision makers who need to know how funded activities are contributing to the agency's critical mission and also to employees and managers who seek to continually improve processes to obtain better results. The Strategic Planning and Evaluation Staff conducts evaluations of ASH programs and the results are used to develop and enhance strategic planning efforts to assure the highest quality of service and commitment FAA makes to achieving results.

Core Business Activity: Evaluations - National Assessment and Strategic Planning Staff

ASH will annually review our customers' requirements to better align products and services.

Targets:

Activity Target 1 - ASH-50 will begin the Personnel Security Evaluation in November, 2005. Headquarters and seven regional offices will be completed by March 30, 2006

Activity Target: 2 - ASH-50 will begin the Facility Security Evaluation in March, 2006. Headquarters and seven regional offices will be completed by June 30, 2006.

Activity Target: 3 - ASH-50 will begin the evaluation of the Making Opportunities to Develop Employees for Leadership (MODEL) Program in May 2006.

Core Business Activity: ISO 9000

ASH will evaluate the feasibility of incorporating an International Organization for Standardization (ISO) 9000 quality management system into the organization.

Targets:

Activity Target 1 - Evaluate the feasibility of incorporating ISO 9000 standards into ASH by January 31, 2006.

Core Business Activity: ASH Performance Measures

ASH will determine core business performance measures for the use in the FY07 Business Plan.

Targets:

Activity Target 1 - Determine performance measures for all Core Business Initiatives by September 30, 2006.